

# Operational Strategy and Business Management System at Sofyan Inn Hotel Unisi

## Yogyakarta

Ghina Wahyuningsih<sup>1\*</sup>, Cindy Widya Putri<sup>1</sup>, dan Moch Rizal Bayu Bakti Nugroho<sup>1</sup>

<sup>1</sup> Departemen Ekonomi Islam, Fakultas Studi Islam, Universitas Islam Indonesia, Yogyakarta, 55584, Indonesia

\* Corresponding author, Email address: [maulinaghina@gmail.com](mailto:maulinaghina@gmail.com)

### Abstract

Sharia hotels are discussions that have never been separated from Islamic economic instruments. In Yogyakarta, sharia hotels are present as a minority in the community with the circulation of many conventional hotels. Sofyan Inn Hotel Unisi Yogyakarta is a sharia hotel that can survive and develop in the city of Yogyakarta. The purpose of this study was to determine the operational strategy and business management system at Sofyan Inn Hotel Unisi Yogyakarta. This study uses a type of qualitative research with a triangulation method. The results of the analysis prove that Sofyan Inn Hotel Unisi Yogyakarta has the main foundation in its business strategy and management including the wakaf system, branding cooperation, and management of hospitality-based sharia services. Thus, the foundation can create different hotel market conditions.

**Keywords:** *strategy, operations, business management systems, sharia hotels*

### 1. Introduction

Indonesia is an archipelago that has the third most populous population in the world. More than 17,000 islands in Indonesia certainly become an attraction for tourists to visit Indonesia. As for regions in Indonesia that are often visited by visitors both for business purposes, studying Indonesian culture, and for a vacation, that is DIY (Special Region of Yogyakarta). When someone is traveling away from his home for a long time, actually they need a temporary residence to rest like a hotel. Keep in mind in DIY there are 2 categories of hotels, namely conventional hotels and sharia hotels (Baharuddin & Al-Hasan, 2018)

Operationally, the services provided at sharia hotels are not much different from conventional hotels. It's just that in the sharia hotel all management and operations balance on the spiritual aspects of Islam. For public facilities at this hotel the same, namely provided rooms, restaurants, and sports facilities. However, there are several differences, such as separation between men and women, then there are no discos, and bars (Pratiwi, 2017). For this reason, it should be noted that inside the sharia hotel are several characteristics such as; bed and toilet do not face the qibla, located in the bathroom, the availability of prayer space in each room in each room, each room on the floor, ablution facilities, prayer time information, direction of qibla, the availability of the Qur'an and prayer rugs, food and drinks are required to have halal certification, not including alcohol provided for guests, polite hotel staff, mostly Muslim workers, not including paintings or sculptures depicting humans or animals (Muharam & Mehmet, 2019).

The operating system that is owned by sharia hotels must be by Islamic rules, to eliminate misuse of facilities by service users. DSN-MUI also mentioned that the sharia values that became the corridor in carrying out the operations of Sharia Hotels were as follows, Not producing, trading, providing, renting, a product or service which was entirely or partially prohibited in Islamic law. For example, foods containing pork, alcoholic beverages or intoxicants, gambling, adultery, and things that contain pornography. In its transaction activities, there should be no elements of fraud, lies, obscurity, excessive risk, corruption, manipulation, and usury (ismayanti & kara, 2017).

Discussion regarding sharia hotels in DIY. So far, hotels with legality have been officially listed on the DSN (Dewan Syariah Nasional). The Indonesian National Ulema Council (MUI) has only four, namely Sofyan Inn Hotel UNISI (Universitas Islam Indonesia) Yogyakarta and PT. Hotel Anomsolo Saranatama, CV. Permata Hati, and CV Grand Hotel Permata Hati (DSN-MUI, 2019).

PT Sofyan Hotels Tbk until now is still a single Syariah-based hotel business institution in DIY without competitors and competitors. His reputation since its establishment in 2013 and operating in 2016 until now has been reaping many achievements and awards. Among them are getting the Best Friendly Muslim International Hotel Award in 2016 in Dubai and the Traveloka Hotel Award in 2018. The big results will be determined by big steps and efforts, which is what the Sofyan Inn Hotel UNISI applied. The strategy, planning, and management of unique hotel management is the reason why they can reap all these achievements.

The formulation of the problem in this study is how Sofyan Inn Hotel UNISI Yogyakarta manages its Marketing Strategy and finances so that it can still exist today even though visitors are quiet.

## **2. Material and Methods**

This research uses descriptive qualitative research to provide representation of existing companies. Qualitative research is a type of research that is not obtained by statistical systems or other calculations. This qualitative purpose is to reveal the phenomena that occur by collecting data on a natural setting and here the researcher becomes a key instrument. What researchers mean as a key instrument is that researchers set the focus of research, choose informants as sources of data, collect data, assess the quality of data, analyze data, interpret data, and finally, the researchers conclude (Sugiarto, 2015). The subject of this research is Sofyan Inn Hotel Unisi Yogyakarta which is located at Jalan Pasar Kembang Number 42, Sosromenduran, Gedong Tengen, Yogyakarta City, Yogyakarta Special Region. In this study, the object of his research was to know the operational strategy and business management of the Unisi Sofyan Inn Hotel Yogyakarta.

In this research, the sampling technique used was snowball sampling. Snowball sampling is a sampling technique that is based on in-depth interviews or correspondence. Usually, this technique is also likened to a snowball rolling from small to large (Nurdiani, 2015). Beside used techniques depth interviews, researchers also used techniques observation. The type of interview technique used in this study is an in-depth interview technique. In-depth interview technique is one method of collecting data or information carried out by researchers through direct conversation with informants who aim to obtain data by the formulation of the problem (Kriyantono, 2014). Meanwhile, observation is a part of empirical scientific activity based on social facts in the field and also an activity that has a direct relationship with all five senses (Setiawan, Anggito, & Johan, 2018).

In this study, the researcher realized observations in the form of a field survey at a place that was the subject of research by observing the phenomena that exist both to look at the situation and conditions found there. To support data collection, researchers also use technology-based tools such as voice recorders, the purpose of which is to facilitate researchers in reviewing the information that has been conveyed through conversations during interviews, so that the results of the recordings can be processed by researchers into textual forms that match the actual information (Manzilati, 2017).

Researchers do data processing through method triangulation analysis, where the triangulation method is an analytical method used to examine the authenticity of data obtained by combining the results of different data collection techniques such as interviews and observations (Müller, Joslin, & Ralf, 2016). The data sources used in this study are primary and secondary. Primary data is a research data source where the data is obtained through interviews and direct interaction with informants who were targeted in the study. On the other hand, secondary data is data obtained through various types of literature available both in the form of online and offline (Ahmed, Bath, & Demartini, 2017).

Some questions raised by researchers include:

1. How the history of Sofyan Inn Hotel Unisi Yogyakarta?
2. What is the financial plan owned by Sofyan Inn Hotel Unisi Yogyakarta?
3. Who manages this business unit?
4. How is the business management system carried out by Sofyan Inn Hotel Unisi Yogyakarta?

## **3. Results and Discussion**

Radio UNISI was the beginning before the founding of Sofyan Inn Hotel UNISI. The establishment of the hotel is to increase the income of the management of the UNISI foundation to be more effective and useful. To establish a sharia business institution itself is not easy, starting from the establishment of PT UNISI Karya Kesejahteraan in 2013. Not at that time, the hotel was able to operate, but still needed a lot of approval and certification from various related parties.

In its founding process until now it has received two great achievements, namely becoming the Best International Award at the Muslims Friendly Hotel and Traveloka Hotel Award. This is because the service and hotel management strategies are quite good. Based on the results of the interview and observation data analysis. There are 3 things favored by Sofyan Inn Hotel UNISI as sharia business institutions in DIY (Daerah Istimewa Yogyakarta), namely in the field of marketing and financial strategies.

### 3.1 Financial plan

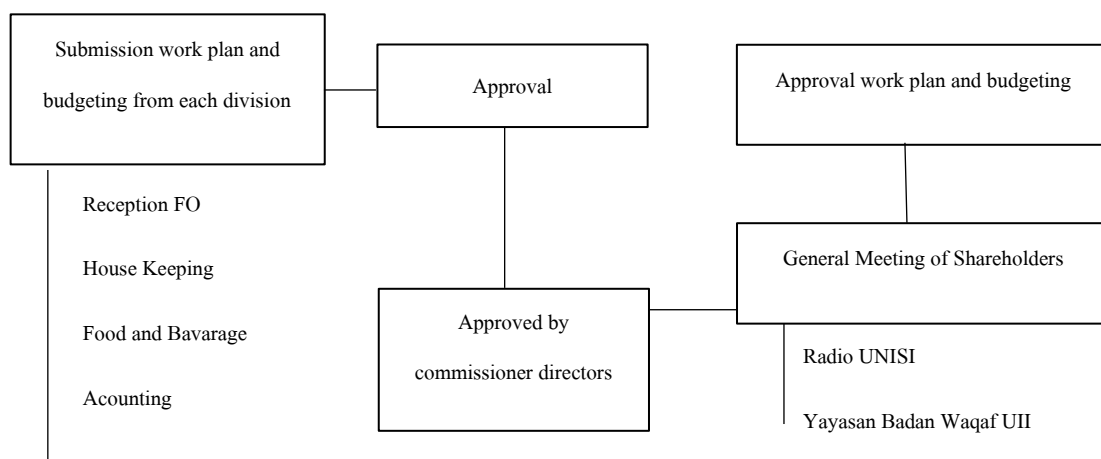
The UNISI Waqf Foundation (Universitas Islam Indonesia) is the highest institution that regulates all UNISI business units as a whole. Almost all of the business units get funding or capital from the Waqaf Agency Foundation. This waqf system is very rarely used by Islamic business institutions in general. Sofyan Inn Hotel UNISI is only held by 2 main shares, namely 2% Radio UNISI and 98% UNISI Waqf Foundation. So that the funding of the Work Plan and Budgeting are all managed by the two shares. where waqf becomes the element and spirit of the availability of funds for the UNISI hotel.

### 3.2 The concept of the Waqf

The word "Waqf" or "Waqf" comes from Arabic "Waqafa". The origin of the word "Waqafa" means "to hold back" or "stop" or "stay in place" or keep standing ". The word "Waqafa-Yaqifu-Waqfan" means "Habasa-Yahbisu-Tahbisan" The word al-Waqf in Arabic contains several meanings, one of which is the opinion of Shafi'i and Ahmad that endowments are to release assets represented from wakif ownership, after perfect representation procedures. Wakif must not do anything to the assets that are represented, such as the treatment of the owner by way of ownership to others, either by exchange or not. If wakif dies, the represented property cannot be inherited by his heirs. Wakif distributes the benefits of the assets it represents to mauquf 'alaihi (which are given waqf) as binding alms, where wakif cannot prohibit the distribution of the donations. If wakif forbids it, then Qadli has the right to force him to give it to mauquf. Because of that, the Shafi'i school defines waqf is: "Do not take an action on an object, which has status as belongs to Allah SWT, by giving benefits to a virtue " (Agama, 2016).

In this case. The UNISI Waqf Agency manages all of its business units including Sofyan Inn Hotel UNISI with a waqf system. circulation of money will be rotated to finance the Work Plan and Budgeting of each business unit.

Every year Work Plan and Budgeting Sofyan Inn Hotel UNISI is submitted at the time of the GMS (General Meeting of Shareholders) at the end of the period. With the approval of the manager's directors, each division consisting of front desk staff, housekeeping, food and food, accounting, and HRD filed a budget for the period ahead and approved by the Waqf Agency. The following is the circulation framework of the Work Plan and Budgeting Sofyan Inn Hotel Unisi.



(Tabel .1. The framework of circulation of work plans and budgets)

### 3.3 Business Management System

When rarely visitors come to Sofyan Inn Hotel UNISI, the hotel conducted several initiatives to save costs incurred such as deactivating some hotel facilities and providing a predicted and expected reserve budget to anticipate it. The budget is made in a 5-years period plan. And the level of accuracy of the budget plan made with its annual realization reaches 97.8%. With this, it can be concluded that the accuracy of the budget plan is almost close to perfect.

For internal financial management, Sofyan Inn Hotel UNISI has all used and certified sharia through the Halal Assurance System that has been owned by Sofyan Inn Hotel UNISI.

Sofyan Inn Hotel Unisi Yogyakarta is one of the business units owned by the Indonesian Islamic University (UII). In conducting its business in the hospitality sector, UII cooperates with PT Sofyan Hotels Tbk, located in Jakarta. The purpose of the collaboration is to build co-branding that can enhance the company's image. On the other hand, consumers also have high trust in the company, so they can increase profits and added value to the sale of services. The reason for choosing PT Sofyan Hotels Tbk as its business partner is because PT Sofyan Hotels Tbk is a sharia business enterprise that has been certified halal by DSN-MUI.

The marketing system carried out by Sofyan Inn Hotel Unisi Yogyakarta is by offline and online. Offline they establish the same work with the travel agent in Yogyakarta, Yogyakarta Special Region Tourism Office, and both Vocational and Higher Education Secondary Education institutions in the Tourism and Hospitality department which later students from the institution can do practical work at Sofyan Inn Unisi Hotel Yogyakarta.

While online, they promote their business through websites and online travel agents such as Traveloka, Pegipegi, Tiket.com, Agoda, and others. One of the travel agents who became an e-commerce icon at Sofyan Inn Hotel Unisi Yogyakarta is Traveloka. Where Traveloka has given the Best Experience Award from 1 to 200 hotels in Indonesia to Sofyan Inn Hotel Unisi Yogyakarta in 2018. Besides, in 2015 Sofyan Inn Hotel Unisi Yogyakarta was awarded the Best International Award for Friendly Hotels in Muslim, held in Dubai, United Arab Emirates. At that time the competitors of Sofyan Inn Hotel Unisi Yogyakarta were sharia hotels from Malaysia and Dubai. From some of the achievements, this has become an encouragement for Sofyan Inn Hotel Unisi Yogyakarta to appear more confident as a sharia hotel that exists and achieves on the market.

In carrying out its business, Sofyan Inn Unisi Yogyakarta hotels sometimes experience quiet situations of customers for a certain period. This situation is usually found in the month of Ramadan and January. In general, in the month of Ramadan, people rarely travel especially to do tours because they are fasting, whereas in January people were exhausted at the new year's program starting from December 31 to the beginning of January. The efforts made by Sofyan Inn Hotel Unisi Yogyakarta to overcome the lonely situation of customers, namely by giving promos and bonuses to consumers, moreover in the month of Ramadhan the hotel provides Sahor and takjil for Muslim consumers who are provided free of charge.

### 3.4 Discussion

What is unique about Sofyan Inn Hotel Unisi Yogyakarta is that this business is managed by UII's waqf institution (Islamic University of Indonesia), the majority of whose shares are controlled by waqf institutions. The goal is that the money earned from each business managed can continue to revolve within the scope of UII. So far the public's view on Islamic hotels is still very common, they think that only guests who are Muslim are allowed to stay there, even though in practice non-Muslim guests can also stay there. therefore, the hotel needs to have good communication with the community for example through seminars on the sharia hotel sector, the aim is to avoid more serious problems in the future.

### 4. Conclusion

The development of sharia hotels in Indonesia is currently quite rapid, this is because Indonesia is a country with a majority Islamic population, so it is necessary to have facilities that support its life activities so that it does not conflict with beliefs such as sharia hotels that provide services and comfort for Muslims and worship. With this Sofyan Inn Hotel Unisi participated in supporting this matter especially in DIY area, financial management system and marketing with the concept of the concept of waqf and sharia instruments became uniqueness and precision as well as the thing that made him able to exist until today. From the research that has been done, the researchers hope that the population of Islamic hotels in Indonesia for the next 10 years can increase even more rapidly evenly in various regions, so that the business sector in the field of Islamic hotels can generate sizable income and become one of the factors supporting the prosperity of the Islamic economics in Indonesia.

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